

**PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)  
PART A – PROGRESS ON DEPARTMENTAL /AGENCY ACTION PLAN**

**For submission by 3 May 2011**

<b>1. Better human resource management</b> <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc.</i>			
<b>Terms of Agreement 2010 – 2014 (refer to all relevant paragraphs)</b>	<b>Target Date as per Action Plan</b>	<b>Action</b>	<b>Comment</b>
<b>Paragraph 1.1</b> This Agreement will ensure that...this will be done by working together to build an increasingly integrated Public Service which is leaner and more effective, and focussed more on the needs of the citizen. The Parties to this Agreement recognise that to achieve this, in the context of reduced resources and numbers, the Public Service will need to be re-organised and public bodies and individual public servants will have to increase their flexibility and mobility to work together across sectoral, organisational and professional boundaries.	The new technologies are currently on trial and roll out will commence in March 2011.	<b>Databuoy Programme</b> The Databuoy programme provides critical weather and marine forecast information for standard weather forecasting and for safety, leisure and societal needs. This is operated through a partnership with the Department of Transport and Met Eireann. The data is used to generate oil spill models and flood forecasting. The Institute is moving to new technologies to improve the dataflow which will in turn enhance the service to the customer.	In 2010 the programme collaborated with the SEAI wave energy test site programme in activities such as buoy deployment logistics, instrumentation support efficiencies, cost efficiencies through combined spares procurement and data distribution  <b>This has resulted in the cost savings to SEAI of 0.25 of an Instrument Technician WTE of €8,948</b>
<b>Paragraph 1.1</b>	2010	<b>Fish Health Directive</b> In order to facilitate the implementation of the Fish Health Directive, the Marine Institute will redeploy: staff currently employed in administrative roles associated with Communications; and technical staff engaged in other monitoring programmes.	The Marine Institute has redeployed a Laboratory Analyst and a Higher Executive Officer to the Competent Authority Office of the Marine Institute Fish Health Unit. These staff are supporting the considerable administrative task associated with issuing Fish Health Authorisations and reviewing and responding to requests for Fish (including shellfish) movements.

			<b>Actual savings €111,760 (2 WTE's)</b>
<b>Paragraph 1.1</b>	Implementation of the Marine Strategy Framework Directive.	<b>Marine Strategy Framework Directive</b> In order to facilitate the implementation of the Marine Strategy Framework Directive, the Marine Institute will provide advice to DAFF, DEHLG and other government departments who are impacted by the provisions of the directive on the necessary legislative provisions that must be made.	The Marine Institute is co-chair of the Technical Advisory Group advising the Dept of Environment, Community and Local Government on the requirements for implementation of this Directive, and has a number of active members on that group. In addition, the Marine Institute is a participant on the inter-departmental implementation group chaired by the DECLG.  On behalf of DECHLG, the Marine Institute is preparing a tender for the assessment of Good Environmental status as required under the directive.
<b>Paragraph 1.9</b> The Parties agree that public bodies and management and individual public servants will have to work more closely across sectoral, organisational and professional boundaries when designing and delivering services. The greater integration of the Public Service will not be achieved through the creation of a single organisation. Instead, the focus will be on having fewer organisations in total, working more closely together, to deliver cost effective public services. The Parties are committed to engaging at a national, sectoral and local level to achieve specified and measurable outcomes in relation to cost containment, service integration and reconfiguration as well as to engaging staff in progressing change.	2010 onwards	The Institute will work closely with a range of government Departments and agencies to optimize marine operational research services in areas including renewable energy (SEAI), weather forecasting (Met Eireann and Dept Transport, pollution modelling (IRCG and DoEHLG), seabed mapping (DCENR and GSI), flooding (OPW)	<u>Naval Service</u> Naval divers have carried out multiple inspections on the two research vessels at no cost to the Institute. They provide temporary berth-age facilities at the Naval Base for MI vessels free of charge. Naval pilots participated in sea trials following delivery of the Remotely Operated Vehicle. The Institute provides training for Naval Service pilots and 3 month placements for trainee ships engineers. We are working with the Naval Service to develop protocols and procedures for the ROV.  <b>Verifiable cost savings are €10,000</b>  <u>Met Eireann/Dept of Transport</u> ME and MI have collaborated in developing improved data transfer from new databuoys and associated sensors funded by DoT and deployed in 2010 and on to 2012.. This data is of higher resolution and is transferred to Met Eireann more efficiently allowing improvements in forecast capabilities.

			<p><u>IRCG and DoEHLG</u> MI has developed, and is developing, operational models as part of EU projects which are capable of being used to predict the movement of oil or contaminant spills or tracking algal blooms.</p> <p><u>DCENR and GSI</u> Mi works closely with GSI in performing strategic seabed mapping as part of the INFOMAR programme. In 2010 and Q1 2011 this has increasingly focussed on priority areas which have additional requirements eg. Cork harbour for updating navigation charts, Dunmanus to feed into EU Directive requirements etc</p> <p><u>OPW</u> The National tide gauge network operated by the Mi provides real time tidal data to OPW to use as part of the national flood forecasting network.</p>
<b>Paragraph 1.9</b>	2007-2013	<p><b>Sea Change</b> Delivery of research co-ordination activities for the marine sector across all government departments and agencies via Sea Change – A Marine Knowledge, Research and Innovation Strategy for Ireland 2007-2013. No duplication in research funding and that synergies and opportunities are being maximized</p>	<p>€350,000 was returned to the Exchequer in December 2010 from within the Marine Institute's 2010 NDP Marine Research Sub-programme budget allocation as a result of underspends by externally funded projects savings and efficiencies arising from technical assistance costs.</p> <p>The Marine Institute meets regularly with funding agencies (SFI and IRCSET) and development agencies (EI and BIM) in ensuring there is no duplication of research funding.</p> <p><b>The savings arising from this programme are €350,000 from the capital budget</b></p>

<b>Paragraph 1.9</b>	2020	<p><b>Ocean Energy</b> Partnering with SEAI on the delivery of the National Ocean Energy Strategy. This is a cross-agency initiative ensuring value for money and efficiency in the provision of a major government strategy.</p>	<p>The Marine Institute has signed a Service Level Agreement with SEAI to deliver key technical, advisory, data and support services to enable SEAI/DCENR to deliver on agreed Ocean Energy Strategy objectives in 2011.</p> <p><b>To date this has resulted in quantifiable personnel savings of €45,564</b></p>
<b>Paragraph 1.9</b>	2015	<p><b>SmartOcean</b> Partnering with EI, IDA, EPA and SEAI on the delivery of the SmartOcean Strategy including a mutli-agency approach to the delivery of SmartBay as a national innovation platform for marine ICT.</p>	<p>Arising from a successful award under the HEA PRTL 5 programme, four third level institutes and 2 multinationals will partner with the Marine Institute to establish SmartBay as a National Facility for R&amp;D and demonstration projects. A range of industry and international projects will be facilitated leading to new product development and improved approaches to environmental management.</p>
<b>Paragraph 1.9</b>	Throughout 2010 to 2013 with Directive-based compliance milestones.	<p><b>Marine Coordination Group</b> The Marine Institute participates in the Marine coordination Group, chaired by Dept Taoiseach and attended by nine Departments (Ass Sec) dealing with cross sectoral aspects of marine &amp; maritime policy</p>	<p><b>Marine Strategy Framework Directive:</b> A cross-government mechanism has been agreed between DAFM and DoEHLG where the MI is assisting and sharing its expertise which has resulted in a more cost effective design and implementation mechanism for Ireland's programme to achieve compliance. <b>Cost savings have been accruing since March 2010 in the order of €1million per annum.</b></p> <p><b>Maritime Surveillance Data Sharing:</b> The Group has established an inter-Departmental Maritime Surveillance Coordination Group (MarSur CG), chaired by D/Transport, to develop a national integrated picture on maritime surveillance in conjunction with EU proposals to develop a common information-sharing environment for the EU maritime</p>

			<p>domain.</p> <p><b>Submission to EC on an Integrated Atlantic Strategy:</b> The Group prepared Ireland's submission to the European Commission on an integrated strategy for the Atlantic. It also contributed to a common approach submission by a group of "like-minded" Member States (of which Ireland is part).</p> <p><b>Appointment of a Maritime Affairs Attache in Brussels:</b> The Group proposed the creation of a First Secretary post in the Perm Rep in Brussels to attend maritime / marine policy meetings, liaise with other Member States and in particular with the Commission so as to influence Commission policy on maritime and marine matters and helping prepare for Ireland's Presidency in 2013. A unique arrangement for the co-funding of this post among eight Government Departments was agreed.</p> <p><b>Organisation of an Inter-Departmental Seminar:</b> In February 2011 the Group organised a Seminar (bringing together staff at PO/AP/HEO level in various Departments) entitled <i>Ireland's Marine Opportunities and Departments' Role in enabling them to be achieved</i> which highlighted a number of key socio-economic growth opportunities for the marine. These span the short (2011-2015) and medium to long-term (2015-2030). The inter-dependency of the achievement of these opportunities requires the attainment in early course of compliance with critical EU Environmental Directives (e.g., Natura and Marine Strategy Framework Directives) and fit for purpose Marine Spatial Planning and licensing systems.</p>
--	--	--	---

			<p><b>Development of Integrated Marine Action Plan:</b> The Group, supported by the Marine Institute will develop an Integrated Marine Action Plan 2011-2016 that it intends to submit to Government which will set out the opportunities and challenges in the Marine area with targets for actions to enable them to be achieved and timelines for the achievement of these targets. Specific economic opportunities and enablers were identified.</p>
<p><b>Paragraph 1.11</b> There will be a greater sharing of resources through the use of shared services within and across sectors.</p>	<p>March 2010 onwards</p>	<p>The Marine Institute will cooperate with the Veterinary Officers of DAFF in the implementation of the Fish Health Directive. DAFF Veterinary Officers will carry out inspections on behalf of the Marine Institute following the training provided by the Marine Institute. In addition, the Marine Institute, in will seek to reduce the number of visits by state officer to aquaculture production sites through the introduction of “shared inspections” with DAFF, the SFPA and other state agencies.</p>	<p>The Institute and DAFF have an MOU in place where DAFF Vets carry out inspections on behalf of the Marine Institute, participate in the roll out of contingency plans, attend training courses, respond to mortality reports as well as other activities in return for the Institute providing training, support, access to databases and field kits.</p> <p><b>The total saving is 2 whole time equivalent veterinary officers €127,495</b></p> <p>As part of this arrangement the Institute has instigated, together with the Veterinary Service of DAFF and the SFPA, an initiative to reduce the number of site visits being carried out by consolidating inspections being carried out under various legislation. This results in 4 separate inspections being replaced by a single inspection. This reduces 400 inspections to 100 inspections.</p> <p><b>The total saving is 1 WTE per annum plus associated T&amp;S which is €48,388</b></p>

<p><b>Paragraph 1.12</b> The Parties are committed to Public Service modernisation as set out in previous agreements.</p>	<p>Ongoing</p>	<p>Throughout the last two national wage agreements, the Institute exceeded the agreed targets at every stage. As an organization we are fully committed to modernization, innovation and continuous improvement. We continue to actively take part in modernisation and flexibility initiatives including automated and computerised systems and customer service initiatives</p>	<p>Automated and computerised systems introduced since 2010 include:</p> <ol style="list-style-type: none"> <li>1. Aquaculture Decision Support tool - facilitated coordinated and responsive aquaculture foreshore licensing advice between teams in the MI, BIM and DAFF</li> <li>2. Chemistry Reporting – use of Reporting Services has enabled more efficient reporting of data and servicing of information requests</li> <li>3. Operational System Monitoring System - raises an alarm in the event of buoys breaking their mooring</li> <li>4. SeaDataNet European marine data delivery system – the MI is now directly connected to the European system for data downloads</li> <li>5. Intranet Team Areas – provide teams with dedicated intranet spaces for sharing of information</li> <li>6. Online metadata editor – allows service teams and researchers to create INSPIRE-compliant metadata for their data</li> <li>7. INFOMAR web map viewer – provides enhanced public access to INFOMAR data</li> <li>8. Wave Energy test site data feeds – data from the wave energy test site in Belmullet is available online through the MI data management system</li> <li>9. Groundfish fisheries data downloads – now publicly available through the website</li> </ol>
<p><b>Paragraph 1.13</b> The Parties agree that....there will be significantly improved performance management across all Public Service areas, with promotion and incremental progression linked in all cases to</p>	<p>Performance Management 1 January 2000 e-PMDS 1 January 2009</p>	<p>Promotion and incremental progression are linked in all cases to performance. An electronic Performance Management System (e-PMDS) is in place for all staff. Training is provided to evaluators, staff and HR.</p>	<p>e-PMDS was rolled out in 2009, with the e-Working Style Assessment implemented in January 2011.</p> <p>The e-360 scheme was piloted in two service areas (30% of the organisation) in January 2011</p>

<p>performance. Performance management systems will be introduced in all areas of the Public Service where none currently exist.</p> <p><b>Paragraph 4.12</b> In line with the commitment to introduce significantly improved performance management across all Public Service areas, and following the current review, the Performance Management and Development system will be strengthened with promotion and incremental progression linked in all cases to performance and the implementation of appropriate systems to address under-performance, including, where appropriate, training or, where necessary, through disciplinary procedures. The review will be completed and the necessary measures implemented in 2010.</p>	<p>e-Working Style Assessment 1 January 2011</p> <p>e-360 Pilot Scheme 1 January 2011</p> <p>e-360 Scheme 1 January 2012</p>		<p>and has received a very good response.</p> <p>100% of staff participate in the PMDS process and in all cases awarding of increments is dependant on satisfactory performance as measured by PMDS.</p>
<p><b>Paragraph 1.25</b> The Parties recognise the importance of stable industrial relations and are committed to maintaining a well-managed industrial relations environment to minimise disputes affecting the level of service to the public. A stable industrial relations climate has important benefits for the general public and the Public Service itself. These benefits include the provision of uninterrupted services, improved productivity and staff morale,</p>	<p>October 2010</p>	<p>The Institute will resume regular meetings with union representatives from IMPACT and SIPTU</p>	<p>The Institute continues to have a stable IR environment with minor issues being dealt with quickly and transparently. We have a good relationship with unions with no referrals to formal IR channels or dispute resolution/mediation since 2008.</p>



<p>increased public confidence and the maintenance of Ireland as a desirable location for foreign direct investment.</p>			
<p><b>Paragraph 4.3</b> With a view towards progressing the requirement for a more flexible Public Service, it will be necessary to redeploy staff from non-priority areas to services requiring additional resources or arising from the rationalisation and restructuring of various public services, within individual sectors and across the wider Public Service itself. Redeployment of civil servants and the staff of non-commercial State-sponsored bodies (NCSSBs) will take place in accordance with the agreed redeployment arrangements (see Chapter 6) and will supersede any such existing redeployment arrangements.</p>	<p>March 2009</p>	<p>Two staff members redeployed to the Fish Health Unit to respond to the needs of the Fish Health Directive. One staff member redeployed to the Sea Lice team to respond to the impacts of the embargo and loss of a key staff member.</p> <p>Staff are routinely redeployed temporarily to cover maternity leaves and long term sick leaves in business critical areas.</p>	<p>Two members (one EO and one STO) deployed to Fish Health Unit saved €111,760 (referred to above and therefore not double counted here)</p> <p>One member deployed to Sea Lice Team saved €56,006</p> <p>4 staff redeployed to cover maternity leaves [one HEO redeployed to cover HR manager; one HEO and one Section Manager redeployed to cover Fish Health Directive Competent Authority and one Lab Analyst redeployed to cover Data Collection Framework obligations]</p> <p><b>Total savings €56,006 (1 WTE)</b></p> <p><b>Total costs avoided €101,989 (1.75 WTE's)</b></p>
<p><b>Paragraph 4.4</b> In the context of managing this transformation agenda, issues such as restricted mobility, staffing levels and structures, work practices, office opening and closing hours, shift patterns, attendance and cross-stream reporting arrangement patterns will be reviewed and may be revised. It is accepted that where such practices are shown to give rise to unnecessary costs or inefficiencies they will be eliminated. The Parties, therefore, commit</p>	<p>2010 onwards</p>	<p>The Institute is committed to provision of a modern, efficient customer focused service with less resources. Staff have demonstrated significant flexibility in provision of cover, flexible hours, out of hours working where required (no overtime payments) and evolution of work patterns.</p>	<p>Flexible work practices introduced include:</p> <ul style="list-style-type: none"> <li>• Elimination of overtime for staff working weekends and through the night in the catchment. The total overtime bill is now less than €150 per annum. <b>This has resulted in savings of €500</b> with fundamental changes in work practices</li> <li>• Flexible work practices have been introduced throughout the Institute with staff working around the clock where required (the norm in some teams) and staff working staggered hours to provide better customer</li> </ul>

<p>themselves towards achieving a modern, efficient and customer focused service which will meet both current and future Public Service requirements in the context of restricted public expenditure levels, involving reduced budgets and the overall numbers employed. Such reorganisation involves a commitment on all sides, and where it is deemed essential and necessary to achieve the better utilisation of human resources, to consult on and implement these changes</p>			<p>service e.g. reception and customer facing roles,. This has all been done with no increase in cost and a reduction in lieu leave accrued.</p>
<p><b>Paragraph 4.5</b> The Parties recognise that a more accelerated engagement is required at local level in order that negotiations to achieve the above objectives can be brought to finality and are committed to the speedier resolution of such negotiation processes.</p>	<p>Internal communications are ongoing.</p> <p>Staff meetings and consultation specifically in respect of this Agreement will take place from mid September 2010 with union meetings from 1 October 2010</p>	<p>The Institute is committed to frequent, open, and inclusive two-way communications with staff together with re-engagement with our unions colleagues.</p>	<p>Management have briefed every employee about the Croke Park Agreement and what is expected from them and the organisation. Structured briefings are held twice a year with monthly team updates and reporting.</p>
<p><b>Paragraph 4.8</b> Where such a review is deemed essential [work-life balance], the Parties agree to review all such existing arrangements with a view towards aligning the efficient delivery of services and individual employees' previously agreed arrangements. In this context, options for e-working or redeployment (in line with the</p>	<p>1 November 2010</p>	<p>We will review all agreements currently in place for staff with flexible work arrangements with a view to maximizing productivity, resources and efficiency with the provision of greater flexibility to the Institute</p>	<p>Flexible work practices have been introduced throughout the Institute with staff working around the clock where required (the norm in some teams) and staff working staggered hours to provide better customer service e.g. reception and customer facing roles,. This has all been done with no increase in cost and a reduction in lieu leave accrued</p>

<p>agreed redeployment arrangements) may be considered where feasible. Where changes to such arrangements are deemed necessary, consideration will be given to the impact on any individual affected and any changes implemented on an agreed basis.</p>			
<p><b>Paragraph 4.10</b> In addition, the revised arrangements for managing sick leave will be implemented on June 1st 2010.</p>	<p>1 August 2010</p>	<p>All 37 points contained in the document issued by Asst, Sec Brendan Duffy have been implemented</p>	<p>Implementation is complete.</p>
<p><b>Paragraph 4.11</b> Measures will be put in place to ensure a high performing, high productivity Public Service. Merit-based, competitive promotion policies will be the norm across all grades. There will be greater use of open recruitment at all levels. Appropriately skilled personnel from outside the Public Service will be recruited in order to secure scarce and needed skills, for example in the field of information technology.</p>	<p>Merit-based, competitive promotion policy has been in place since 1991.</p> <p>Partial open recruitment has been in place since 2008.</p>	<p>The Institute operates a Merit-based, competitive promotion policy for all vacancies. Senior posts are subject to open recruitment in all cases. One in two non-senior vacancies will be advertised externally in the first instance (open recruitment)</p>	<p>The Institute recruited exchequer neutral EU FP7 funded posts and Stagiaries under the graduate training programme through open recruitment in all cases. All posts were advertised externally and filled with external candidates.</p>
<p><b>Paragraph 4.14</b> Better arrangements for the management of risk and better and more co-ordinated inspection arrangements will be introduced across functions within the Public Service.</p>	<p>Risk Register is updated monthly</p> <p>The first phase of contingency plans (50 plans) will be in place by the end of 2010.</p> <p>The second phase (the next 25) will be</p>	<p>The Institute's risk register is updated monthly, the board audit committee oversees it quarterly and it will be audited every two years. The management team review the register and mitigation plan every two months and a Risk Officer has been appointed. A risk management policy is in place and is reviewed annually.</p> <p>The Institute is currently drawing up contingency plans for all key functions and</p>	<p>The first phase of contingency plans (50 plans) is complete with plans in place. The next phase of 25 plans are underway and will be complete by June 2011.</p> <p>This will ensure that if staff leave or are not available that client-facing services will be maintained at the levels expected.</p>

	in place by June 2011  The third phase (the next 25) will be in place by December 2011.	customer-facing services within the Institute	
<b>Paragraph 4.18</b> There will be full support in the Civil Service and State Agencies with programmes and initiatives to support and assist the unemployed, including the rollout of the FAS placement programme. This programme will not displace existing graduate placement programmes.	1 October 2010	The Institute aims to provide 14 opportunities geared towards graduates under the FAS placement programme.	The Institute received sanction for 14 opportunities and has agreements in place for 4 placements to date.

**2. Better Business Processes** *Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.*

<b>Terms of Agreement 2010 – 2014 (refer to all relevant paragraphs)</b>	<b>Target Date as per Action Plan</b>	<b>Action</b>	<b>Comment</b>
<p><b>Paragraph 1.10</b> In order to maximise productivity gains, both from how work is organised and from streamlining procedures, processes and systems to allow for shared services and e-government developments, a substantial commitment to the redesign of work processes will be necessary.</p> <p>The Parties will co-operate with the drive to reduce costs through organisational rationalisation and</p>	<ul style="list-style-type: none"> <li>• Website register - 2010</li> <li>• Movements Tracking - 2011</li> <li>• Inspections - 2011</li> </ul>	<p><b>Fish Health Directive Website, Inspections and Movements Tracking System</b> An online register, database and associated software system for tracking the movements of fish stocks, with an online component for entering aquaculture site information</p>	<p>An on line register of Aquaculture Business Operators (ABOs) has been published on the Marine Institute website. Development of a dedicated website for use by ABOs is at an advance stage and will be published shortly.</p> <p>The Movements Tracking system is currently being tested.</p> <p>The Online Inspections component is being reviewed with a possibility to centralise the inspections component within a central Departmental system.</p>

restructuring and by service delivery organised in different ways or delivered by different bodies.			
<b>Paragraph 1.10</b>	Data search 2011 Data services 2012	<b>Irish Spatial Data Exchange</b> Make available a portal for access to standardised environmental data services (in collaboration with partners including DoEHLG, EPA and GSI).	The Irish Spatial Data Exchange (ISDE) has been adopted by the Irish Spatial Data Infrastructure WG, chaired by DoEHLG, as the first step towards a national portal in response to the INSPIRE Directive. Further updates to ISDE will happen in 2011.
<b>Paragraph 1.10</b>	2011	<b>Marine Data Online 2.0</b> A searchable online inventory of Marine Institute datasets, with online metadata editor	Marine Data Online 2.0 is now available online through the Marine Institute's website, and provides a publicly available search engine to search for Marine Institute data, and provides an online editor to allow academic partners to make their marine-related research data searchable.
<b>Paragraph 1.14</b> The.... Parties further agree to work further to develop new collaborative approaches at a local, sectoral or Public Service level, including cross sectoral redeployment within the parameters agreed, to deliver significant cost efficiencies while protecting the quality and effectiveness of services provided to the public.	December 2010	The Institute has agreed to procure laboratory chemicals in partnership with DCU and other third level Institutions; we have drawn up proposals which we plan to put to colleagues in DAFF to aggregate procurement in key expenditure areas.	The evaluation of a comprehensive laboratory chemicals tender with all of the HEI's is underway (contracts will be completed in June); the Institute is drawing up a collaborative tender for stationery and media monitoring with SFPA and BIM as pilot projects. We intend to procure collaboratively as much as possible.
<b>Appendix: Service Delivery Options</b> 2. As stated in section 20 of <i>Towards 2016</i> the Parties affirm the importance of public procurement policy as a mechanism for contributing to the maintenance of	<b>MOU with Enterprise Ireland</b> The Institute will sign the MOU with Enterprise Ireland on the 28 <sup>th</sup> September.	<b>MOU with Enterprise Ireland</b> The Institute is fully committed to public procurement and has been selected as a strategic partner to Enterprise Ireland in the procurement area. The Institute will sign a Memorandum of Understanding with Enterprise Ireland to facilitate constructive	The Institute has signed a Memorandum of Understanding with Enterprise Ireland (EI). We have provided details to EI of contracts which were awarded to overseas companies which could in future be won by Irish companies if they developed particular innovations and technologies. Specific areas were marine

<p>employment standards and norms including in respect of wage levels, while also ensuring competitive tendering and value for money in public expenditure.</p>		<p>dialogue and mutual understanding between public sector organisations and enterprise.</p>	<p>technology and oceanographic instrumentation. We set up meetings with these suppliers and EI so EI could develop a programme to support Irish companies to develop their capacity in these areas. We continue to meet with EI to advise and assist.</p>
<p><b>Appendix: Service Delivery Options 2</b></p>	<p>December 2010</p>	<p><b>Government CPN</b> The Marine Institute will implement the Government CPN (Routing of calls based on the Government CPN)</p>	<p>The hardware for the Government CPN has been installed. A procurement exercise to allow distribution of calls to multiple service provider is underway and will be completed in June 2011</p>
<p><b>Appendix: Service Delivery Options 6.</b> In the first instance, in respect of an existing service, both sides give a commitment to consult on the development of a service plan. This plan will evaluate the existing inhouse service, the outsourcing option, and compare both. As part of the evaluation both Parties will consult with a view to agreeing a plan to address the service changes necessary to retain the service in house. In evaluating any proposal to proceed with outsourcing, a number of factors will be taken into account, including overall cost, quality of service, effectiveness, and the public interest. All relevant costs will be included in the evaluation but it will not be determined by unit hourly rates of pay.</p>	<p>2010 onwards</p>	<p>The Marine Institute is currently working with DAFF and DEHLG (NPWS) to gather data to implement a Framework towards Compliance with the Birds and Habitats Directives, agreed with the European Commission. The Institute has evaluated the most efficient way in which to gather this data, and has concluded that the use of in house resources would unacceptably impact on the other service delivery programmes. As a consequence the Institute has established a framework agreement with a variety of suppliers in order to facilitate the data gathering process over a period of three years.</p>	<p>Under the Framework Agreement the Marine institute has commissioned surveys in a total of 42 Natura sites around the coast and is providing this to NPWS on an agreed programme of delivery.</p> <p>The number of surveyors required to carry out this work is 15 WTEs. This work is tendered to the private sector both creating employment and <b>eliminating the need for the state to recruit 15 public servants</b></p>

<p><b>Paragraph 4.1</b> The Civil Service and State Agency sectors will be smaller, leaner, more integrated and more technology driven. They will be high performing, efficient and effective, operating within a reduced cost base and with fewer staff. Outdated practices will be eliminated and existing resources better managed.</p>	<p><b>Purchase Order System</b> January 2011</p>	<p><b>Purchase Order System</b> Introduction of a new electronic purchase order requisition system</p>	<p>The implementation of a new electronic purchase order requisition system which linked to our existing back office system with centralised approval of invoices is underway. The implementation will be complete by July 2011 and will lead to reduction in processing times for the payment of invoices thereby reducing prompt payment interest.</p> <p>It will also reduce paper work and printing costs as the system is electronic. There will be improved procurement controls and enhanced MIS with the system which will also generate savings. As the system is automated there will be operating time efficiencies thereby reducing staff time in placing and receiving orders</p> <p><b>Total Annual Savings including payroll savings are €15,000 per annum.</b></p>
<p><b>Paragraph 4.1</b></p>	<p>Q4 2010</p>	<p><b>Aquaculture Licensing Decision Support Tool</b> An intranet-based GIS tool to support efficient decision making for aquaculture license requests</p>	<p>The Aquaculture Licensing Decision Support Tool has been rolled out within the Marine Institute and subsequently has been made available externally via the web to the wider team in both DAFF and BIM. This has resulted in an improvement in the efficiency and responsiveness of the aquaculture licensing advice process in the Marine Institute and potentially will improve the efficiency and responsiveness of the overall process.</p>
<p><b>Paragraph 4.1</b></p>	<p>Q3 2011</p>	<p><b>Marine Environment Chemistry Reporting</b> Using Reporting Services technology to provide a modern reporting solution for priority multiple purpose assessment reports.</p>	<p>Work is ongoing to assist the Marine Institute's Chemistry team to automate parts of the reporting process using Reporting Services to reduce the work effort required and to improve responsiveness.</p>

Paragraph 4.1	Q1 2011	<b>GeoDI</b> Definition of a data model for storing geophysical and geological data from the INFOMAR seabed survey	The GeoDI data model has been delivered based on the internationally developed Marine Data Model and use of the model and associated benefits will be ongoing both within the MI and to the GSI to enhance common storage of disparate outputs from the seabed survey.
Paragraph 4.1	Team Areas - Q2 2011	<b>Intranet</b> Extend the use of our intranet solution for document sharing and internal communications, including support for operational and project activities.	The intranet team areas have been extended to provide a coordinated and efficient information sharing facility for Marine Institute projects and teams.
Paragraph 4.1	2010	<b>Web Conferencing</b> Promote the use of WebEx web conferencing for online meetings, including training potential users	WebEx web conferencing is now widely used within the Marine Institute, improving external communications and reducing travel costs. There are on average 15 web conferences per month saving a minimum 15 trips per month.  <b>Verifiable T&amp;S costs saved are €6,000</b>
<b>4.13</b> Business processes and service delivery will be improved by a move to service provision online as a norm, the elimination of data entry, the reuse of information already provided, the centralisation of transaction handling, the use of electronic funds transfers, and a review of relevant legislative provisions. The introduction of new technology will be regarded as the norm.	December 2011	<b>Research Information Management System (RIMS)</b> The implementation of an online application for collection and management of data associated with NDP programmes as well an online application for funding. RIMS will provide a centralized and integrated database for management and reporting of <i>Sea Change</i> .	The RIMS system is now fully operational. The system is used externally by researchers for online project Technical and Financial Reporting. It allows for online research grant applications. Marine Institute personnel use RIMS to allow for efficient project monitoring and tracking and reporting on overall progress with respect to the implementation of Sea Change.
<b>4.15</b> There will be a greater sharing of resources through the use of shared services within and across sectors, in activities such as human resources, pensions, payroll, financial management, procurement	<b>Shared Services</b> Timelines as set by the Shared Services group	<b>Shared Services</b> The Institute is participating on the Shared Services group co-ordinated by Eamonn Mansfield. The Institute is working with ICT within DAFF in IT efficiencies and collaboration.	Two Marine Institute websites are now hosted by DAFF – <a href="http://www.biodiscovery.ie">www.biodiscovery.ie</a> and <a href="http://www.factsonline.ie">www.factsonline.ie</a>  <b>Verifiable costs saved are €3,000</b>



and ICT.			
<b>Paragraph 4.15</b>	<b>HEAnet</b> Ongoing	<b>HEAnet</b> As a member of HEAnet the Institute has access to academic pricing for certain software and services.	HEAnet membership has resulted in a cost reduction in Marine Institute data communications costs and allows for significantly lower Microsoft software maintenance costs. Fixed-line data communications costs have reduced while greatly increasing bandwidth (from 4MB to 1GB)  <b>Verifiable cost savings are €20,081</b>

**3. Delivering for the Citizen** *Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.*

<b>Terms of Agreement 2010 – 2014 (refer to all relevant paragraphs)</b>	<b>Target Date as per Action Plan</b>	<b>Action</b>	<b>Comment</b>
<b>4.13</b> Business processes and service delivery will be improved by a move to service provision online as a norm, the elimination of data entry, the reuse of information already provided, the centralisation of transaction handling, the use of electronic funds transfers, and a review of relevant legislative provisions. The introduction of new technology will be regarded as the norm.	<b>Survey Planning System</b> December 2010	<b>Survey Planning System</b> Automation of research vessel survey programme.	The Survey Planning system has been fully implemented resulting in a significant reduction in the requirements for data entry.  Survey details and vessel schedules are linked and update each other automatically. The system is also utilised during planning meetings and additional information is added directly to the system reducing the requirements for taking and writing minutes. The system manages documentation associated with surveys such as diplomatic clearances, chemical safety data, personnel and next of kin details and makes this data available to key users such as vessel crews, shore management and vessel crew.  The automatic distribution of data from a central

			<p>online location to key users has resulted in a significant reduction in the volume of emailed data necessary. The system maintains statistics on vessel usage and other operational metrics and generates reports which were previously entirely manual.</p> <p>The Institute has lost a senior manager in this area and this system has enabled us to continue to offer a high quality service to customers through redistribution of tasks to members of the remaining team.</p> <p><b>Savings are ½ a WTE which is €12,834</b></p>
<b>Paragraph 4.13</b>	Q2 2011	<p><b>Online Wave Energy Data</b> Data from the Belmullet wave energy site will be made available online through the Marine Institute website</p>	Wave energy and meteorological data from the wave energy test site in Belmullet is now publicly available online through the Marine Institute's website. Real time data is relayed to the public without the need for a person to respond to a data request. This has resulted in savings of ½ day per week of an STO.
<b>Paragraph 4.13</b>	Q1 2011	<p><b>Groundfish Data Online</b> Online access to data from IBTS Groundfish surveys from 2002.</p>	Fisheries data from the Groundfish and Biological Sampling surveys from 2003/2004 to 2009 are now publicly available at no cost online through the Marine Institute's website.
<b>Paragraph 4.13</b>	Q1 2011	<p><b>INFOMAR Online Web Mapping</b> Development of a map-based interface to accessing INFOMAR charts</p>	INFOMAR charts can now be accessed and downloaded online at no cost through a web mapping service available to the public.
<b>Paragraph 4.13</b>	December 2010	<p><b>Fish Health Directive</b> Introduction of electronic forms and systems in respect of the Fish Health Directive. The Marine Institute has recently introduced a decision support GIS system to aid in the process of providing advice to DAFF on aquaculture licensing and DEHLG on</p>	The use of a single set of electronic forms is currently under discussion between the Marine Institute and DAFM in the context of integrated inspections of Aquaculture Business Operators.

		foreshore licensing. The use of such GIS tools is consistent with the Institute's approach to new technologies which in recent years has included the development of the inter-agency Irish Spatial Data Exchange as well as automation systems in the National Biotoxin and Phytoplankton monitoring programmes (HABS).	
<b>4.16</b> Greater efficiency will be achieved by the use of EFT payments. Outdated and inappropriate practices and arrangements will be eliminated.	96% by 1 March 2011	The Institute pays approximately 92% of suppliers by EFT including staff and T&S. We will work towards increasing this to 96% - we cannot increase to 100% as it is more efficient to pay sterling by cheque.	We currently make 95% of payments electronically which has introduced <b>savings of €1,500</b>